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The Effect of Leader-Member Exchange on Turnover Intention at the Lokha Ubud Hotel

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Abstract:

The relationship of superiors with subordinates if not managed properly, can reduce the level of job satisfaction and commitment that eventually led to them with draw from the workplace. This study aims to explain the influence of leader-member exchange on turnover intention and role of job satisfaction and organizational commitment in mediating the relationship. This study uses 84 samples of The Lokha Ubud employees with sampling technique that is proportionate stratified random sampling. The sample size is determined by the Slovin formula. The data obtained were analyzed by descriptive analysis and PLS. The results of the study found that leader-member exchange had a negative and significant effect on turnover intention. Job satisfaction is found to have a negative and significant influence on turnover intention. Organizational commitment was also found to have a negative and significant influence on turnover intention. Furthermore, job satisfaction and organizational commitment are able to mediate partially on the influence of leader-member exchange on turnover intention. The implications of this study that in order to improve the quality of leader-member exchange, superiors need to manage relationships with employees and foster a sense of love in subordinates to his supervisor.

Keywords: Leader-member exchange, job satisfaction, organizational commitment, turnover intention

1. Introduction

In the hospitality industry, employees are a very important asset because through employees, service products are created and provided to the guests / customers. Employee attitudes and behavior are vital in the industry. The interaction between employees and customers in providing services is highly related to customer satisfaction or dissatisfaction (Ramachandran and Chidambaram, 2012; Kalasa and Christopher, 2014). Lee et al. (2010) states the attitudes and behaviors of frontliner employees in the workplace, can significantly affect customer perceptions of service quality. Employees have primary responsibility in providing superior and sustainable services.

Increasingly competitive business competition requires the management to be competitive in the competition by taking into account its human resources. For that, there are several important factors that can affect employee attitudes and behavior toward the company, such as the intention to exit, the level of job satisfaction, and organizational commitment (Lee and Heard, 2000). Employees in hospitality companies have a huge responsibility in providing the best service for the achievement of corporate profit targets that have been set (Ksama and Wibawa, 2016). Employees certainly need to be managed well in order to contribute to the organization. Conversely, if the employee is not well managed, the employee morale will decrease, thereby reducing the level of job satisfaction and eventually withdraw from the workplace (an employee turnover occurs). The phenomenon of employee turnover was still found especially in The Lokha Ubud. Based on data obtained from the division of Human Resource Department of The Lokha Ubud, the employee turnover rate at this hotel belongs to the high category and is an initiative of its own (voluntary turnover) employees. Data shows in Table 1, there was a large employee turnover rate in 2015 by 22.03 percent. Furthermore in 2016 the rate of return turnover fell to 13.64 percent, but still can be said high. Harris (2005) states that standards of employee turnover rates that are eligible to be tolerated vary by company, but cannot exceed 10 percent per year.

Year	Early Employees	Incoming Employees	Outgoing Employees	Turnover Rate (%)
2014	84	1	0	0
2015	85	7	26	22,03
2016	66	12	10	13,64

Table 1: Voluntary Turnover Employee

An interview with personnel manager was conducted, that 85 percent of employees who withdrew from the company, have given the official letter of resignation maximum 1 month before resigning. This is due to a work experience letter that is only given if the resignation with reasonable grounds. While the remaining 15 percent resigned without giving a letter in advance, so not given a letter of work experience. Based on interviews with 10 employees of The Lokha Ubud, most employees feel there is a difference in rewards given by their direct supervisor. Employees who have a close relationship with their immediate supervisor, will tend to be prioritized for promotion. On the other hand, employees who are not close to their immediate supervisors tend to be complicated, especially in leave permits and other things. Some employees have also expressed disappointment through social media, so it has reflected dissatisfaction with their immediate supervisor.

Employee turnover is a barrier in increasing productivity and efficiency in the hospitality industry (Satwari et al., 2016). Manuel and Rahyuda (2015) stated that reducing turnover rates could reduce training and recruitment costs. However, to know the actual turnover rate cannot be done easily, so measurements are needed that can identify early turnover indications through turnover intention (Satwari et al., 2016). Researchers have proven that turnover intention is an accurate predictor of determining the actual turnover rate (AlBattat et al., 2013).

Based on the facts in The Lokha Ubud, it can be explained that employee turnover is caused by weak quality of relationship between leader and member of organization or hereinafter referred as leader-member exchange. In leader-member exchange theory, it is argued that high-quality member-member exchange relationships are characterized by high levels of trust, commitment and loyalty from members of the organization (Cogliser et al., 2009). Conversely, weak leader-member exchange can lead to member dissatisfaction and a decline in their commitment to the organization that may lead to the emergence of turnover intention. Jing-zhou and Wen-xia (2011), stated that experienced leaders should maximize the quality of leader-member exchange, so as to suppress the intention of employees to exit in the organization.

2. Literature Review

2.1. Leader-Member Exchange

Leader-member exchange theory generally studies the quality of the relationship between superiors and subordinates (Mardanov et al., 2007). Leader-member exchange theory suggests that interpersonal relationships between superiors and employees develop because of the exchange of work between these two individuals (Elanain, 2014). In general, a more important organizational role is given to subordinates by superiors and / or is seen as competent, while lower roles will be given to subordinates deemed less capable or less favored (Harris, 2004). Subordinates selected for more important roles have high quality leader-member exchange relationships with their bosses characterized by high trust and emotional support. In addition, subordinates with low-quality leader-member exchange with their bosses are characterized by low levels of trust and emotional support (Harris, 2004). Leader-member exchange measurements using dimensions and indicators developed by Liden and Maslyn (1998) are: affection, loyalty, contribution, professional respect.

2.2. Job Satisfaction

Robbins (2003) defines job satisfaction as a positive feeling in a job, which is the impact or evaluation results of various aspects of the work. Valensia et al. (2014) states that job satisfaction is an emotional state of employees in which there is or does not occur the intersection between the value of the employee's repayment of the company or organization with the level of the value of the remuneration that is desired by the employee concerned. According to Rivera et al. (2007), job satisfaction plays an important role when organizational members must decide whether to stay or leave the organization. These factors may include working conditions, promotional opportunities, relationships with colleagues, relationships with superiors, decision-making authority, degree of freedom or authority, salary, leisure activities and reward systems (Tanjeen, 2013). Measurement of job satisfaction using indicators developed by Han and Jekel (2011) are: satisfaction against job challenges, salary, promotion, relationships with superiors, relationships with colleagues

2.3. Organizational Commitment

According to Joo (2010), organizational commitment is a relative strength of individual identification with and involvement in a particular organization, and can also be seen as a process whereby individual and organizational goals are gradually integrated and integrated. Meyer and Allen (1991) sort out the measurement of organizational commitment into three types of affective commitment, normative commitment and continuous commitment. Organizational commitment affects whether an employee remains an organization member or leaves the organization to pursue other job. Employees leaving the organization may be forced or volunteered. Measurement of organizational commitment using OCQ (Organizational Commitment Questionnaire) developed by Mowday in Ashman (2006), namely: the willingness to do a lot of business outside of the usual for the success of the organization, communicate the organization to friends as a large organization, the willingness to accept almost all types of work tasks, common values that are practiced in the organization with personal values, pride, inspired, grateful, care about the organization, and believe that the organization is the best.

2.4. Turnover Intention

Turnover intention generally refers to the possibility of someone leaving an organization, or one's willingness to voluntarily withdraw from the organization permanently (Elanain, 2014). Turnover intention is also defined as a factor of mediation between attitudes affecting the intention to stop and completely stop from an organization (Glissmeyer et al.,

2008). The phenomenon of workplace turnover to be prevented as far as possible because it relates to the costs incurred by the organization, such as recruitment costs or the cost of failure that can occur during the early period (Schyns et al., 2007). Measurement of turnover intention variables using indicators from the Michigan Organizational Assessment Questionnaire (MOAQ) adopted from Nadiri and Tanova (2010) as follows: actively looking for new jobs next year, thinking of quitting current jobs, and thinking about switching from work when this.

In leader-member exchange theory, it is stated that high-quality leader-member exchange relationships are characterized by high levels of trust, commitment and loyalty from members of the organization (Cogliser et al., 2009). Conversely, weak leader-member exchange can lead to member dissatisfaction and a decline in their commitment to the organization that may lead to the emergence of turnover intention. Saeed et al. (2014) examined upper and lower level employees in Pakistan found a negative correlation between leader-member exchange and turnover intention. The strong relationship between leader-member exchange and turnover intention was also found by Michael (2014) on employees working in 33 bank and credit companies in the United States. The findings of Kim and Barak (2015) show a strong negative relationship between leader-member exchange and turnover intention on child welfare workers in the United States. Valensia et al. (2014), which shows that the leader-member exchange has a significant effect on the turnover intention of restaurant employees in Surabaya area. Furthermore, Ksama and Wibawa (2016) examined all employees of Griya Santrian Hotel in Bali also found that leader-member exchange had a significant effect on turnover intention. Based on the description above, the following hypothesis is proposed:

- H₁: Leader-member exchange has a negative and significant effect on turnover intention

Songbo and Wei (2010) studied 249 workers in China from various companies, finding that leader-member exchange can affect job satisfaction. Study by Malik et al. (2015) examines employees in the telecommunications, textile, food manufacturers, both at the supervisory and non-supervisory levels in countries such as Pakistan, India, Nepal and Sri Lanka. Malik et al. (2015) also found that leader-member exchange has a significant effect on employee job satisfaction. Another finding by Wang and Yi (2011) which examined 568 employees of manufacturing companies in China found that leader-member exchange had a significant effect on job satisfaction. A study by Han and Jekel (2011) at the largest health center in the United States, Catholic Healthcare Partners, found a decrease in turnover by nurses and was interested in investigating the cause. Han and Jekel (2011) find the leader-member exchange variable as a predictor of job satisfaction of the nurses that can lead to reduced turnover. Ahmed and Aslam (2017) found a correlation between leader-member exchange and job satisfaction in employees in the banking sector in Punjab, Pakistan. Based on the description above, the following hypothesis is proposed:

- H₂: Leader-member exchange has a positive and significant impact on job satisfaction

The results of empirical studies have also shown that leader-member exchange relations and organizational commitment, such as Leow and Khong (2009) examine the junior auditors working in registered audit firms in Malaysia, found that leader-member exchange has a positive effect on organizational commitment. Research findings by Kim et al. (2016) also shows that leader-member exchange significantly affects organizational commitment at lower level employees and supervisory levels in the hospitality industry in India. Khan et al. (2013) finds the leader-member exchange has a positive relationship with organizational commitment to employees in the Malaysian banking industry. Joo's findings (2010) show that finding a leader-member exchange has a positive and significant impact on organizational commitment to employees in major industries in South Korea, such as manufacturing, finance, construction, trade, and others. Ahmed and Aslam (2017) also found leader-member exchange has a positive correlation to organizational commitment to employees of the banking industry in Pakistan. Based on the description above, the following hypothesis is proposed:

- H₃: Leader-member exchange has a positive and significant impact on organizational commitment

In relation to turnover intention, job dissatisfaction has been identified as one of the main reasons someone left her job (Elanain, 2014). There have been numerous studies discussing the relationship between job satisfaction and turnover intention, as Elanain's (2014) study using 350 employees in Dubai as a respondent found that job satisfaction had a negative and significant effect on turnover intention. Saeed et al. (2014) examined upper management and lower management employees in Pakistan, found that job satisfaction had a significant effect on turnover intention. Azeez and Jayeoba (2016) also found a significant relationship between job satisfaction with turnover intention for employees at Lagos State University in Nigeria. Ahmed and Aslam (2017) also found job satisfaction has a negative correlation to turnover intention in employees of the banking industry in Pakistan. Another finding by Wang and Yi (2011) which examined 568 employees of turnover intention manufacturing companies. Based on the description above, the following hypothesis is proposed:

- H₄: Job satisfaction has a negative and significant effect on turnover intention

Organizational commitment has been extensively and profoundly evidenced by empirical studies as an important factor related to human behavior and performance in organizations (Nagar, 2012). Organizational commitment is understood to be an important variable in the literature associated with turnover intention (Omar et al., 2012). Employees with stronger organizational commitment tend to have no thought or intention to leave the organization (Basak et al., 2013; Wu and Polsaram, 2013). Furthermore, Yamazakia and Petchdee (2015) found that organizational commitment had a significant effect on turnover intention on fishery industry employees in Thailand. Findings of Juhdi et al. (2013) to employees from various sectors in Malaysia, also shows that organizational commitment has a significant impact on turnover intention. Kang et al. (2014) also showed similar results in the study of employees with a frontliner position in the hospitality industry in the United States. Based on the description above, the following hypothesis is proposed:

- H₅: Organizational commitment has a negative and significant effect on turnover intention

The relationship between leader-member exchange and job satisfaction is justified by Songbo and Wei (2010), Malik et al. (2015), Wang and Yi (2011), Han and Jekel (2011), and Ahmed and Aslam (2017). The findings of several empirical studies have shown that job satisfaction impacts turnover intention (Elanain, 2014, Saeed et al., 2014, Azeez and Jayeoba, 2016; Ahmed and Aslam, 2017; Wang and Yi, 2011). Some studies also show that job satisfaction mediates the influence of leader-member exchange on turnover intention (Han and Jekel, 2011; Elanain, 2014; Ahmed and Aslam, 2017; Wang and Yi, 2011). Thus alleged the existence of mediation by job satisfaction, it can be formulated hypothesis as follows:

- H₆: Job satisfaction mediates the influence of leader-member exchange on turnover intention

Leader-member exchange is found to have a significant effect on turnover intention (Leow and Khong, 2009; Kim et al., 2016; Khan et al., 2013; Joo, 2010; Ahmed and Aslam, 2017). The findings of several empirical studies have shown organizational commitment to impact on turnover intention (Nagar, 2012; Omar et al., 2012; Yamazakia and Petchdee, 2015; Juhdi et al., 2013; Kang et al., 2014). Some studies also show that organizational commitment mediates the full influence of leader-member exchange on turnover intention (Joo, 2010; Khan et al., 2013; Elanain, 2014; Ahmed and Aslam, 2017).

- H₇: Organizational commitment mediates the influence of leader-member exchange on turnover intention

The description above can be illustrated in the research model below:

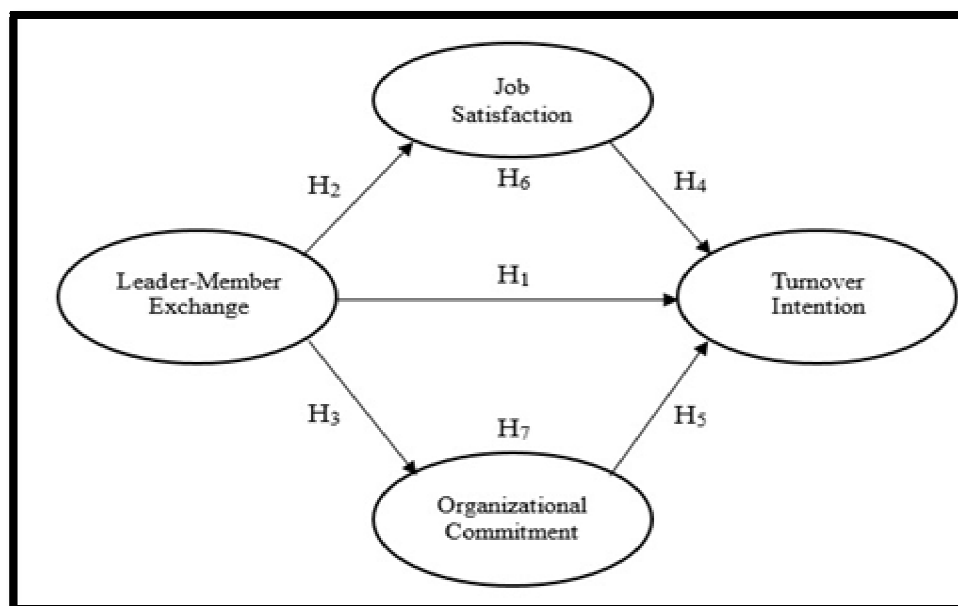


Figure 1: Research Model

3. Research Design and Methodology

The study was conducted at The Lokha Ubud hotel, with its population of 106 employees in the hotel. The population has non-homogeneous and stratified members proportionally, the sampling technique used is proportionate stratified random sampling. Sample size is determined using Slovin formula. Thus, the number of samples used is determined 104 respondents. Questionnaires were used to obtain primary quantitative data on the research variables studied. The quantitative data obtained are employee data, employee turnover data, and data from the total score of each variable, while the qualitative data is the general description of the company and the result of the initial interview at The Lokha Ubud hotel employee. Furthermore, the data used in this study comes from primary sources and secondary sources, i.e. primary sources of research respondents who are hotel employees of The Lokha Ubud, and secondary sources of The Lokha Ubud hotels and research articles related to the topic of the leader-member exchange, job satisfaction, organizational commitment, and turnover intention. Data were collected by sending a personally-administered questionnaire. After the questionnaire is distributed, respondents are given one week to answer, and after completing the questionnaire will be reassembled. This research uses Partial Least Square (PLS) analysis and Smart PLS 2.0 M3 software.

3.1 Data Analysis

Convergent validity with reflexive indicator can be seen from correlation between indicator score with variable score. Individual indicators are considered reliable if they have a correlation value above 0.50. The correlation result between the indicator and the variables can be seen in Table 2 below.

Variable	Indicator	Outer Loadings	AVE	Composite Reliability	Cronbach's Alpha
Leader-Member Exchange (X)	Af1	0,923	0,801	0,942	0,917
	Af2	0,924			
	Af3	0,943			
	Ks1	0,865			
	Ks2	0,910			
	Ks3	0,904			
	Kt1	0,917			
	Kt2	0,928			
	Rp1	0,930			
	Rp2	0,935			
	Rp3	0,935			
Job Satisfaction (M ₁)	KK1	0,777	0,625	0,892	0,847
	KK2	0,724			
	KK3	0,752			
	KK4	0,758			
	KK5	0,927			
Organizational Commitment (M ₂)	KO1	0,775	0,642	0,941	0,929
	KO2	0,792			
	KO3	0,683			
	KO4	0,750			
	KO5	0,899			
	KO6	0,821			
	KO7	0,844			
	KO8	0,881			
	KO9	0,743			
Turnover Intention (Y)	T11	0,957	0,876	0,955	0,929
	T12	0,906			
	T13	0,945			

Table 2: Outer Model Test

3.2. Convergent Validity

The result of convergent validity test in Table 2 shows that the whole value of outer loading indicator variable has value above 0.50. Thus, it can be concluded that the indicators have met the requirements of convergent validity.

3.3. Discriminant Validity

Discriminant validity testing is done by assessing the validity of the variables of the average variance extracted (AVE). The model is said to be good if the AVE of each variable is greater than 0.50. The output results in Table 2 show that the AVE value of all variables is greater than 0.50 so it can be explained that the indicator meets the discriminant validity requirements.

3.4. Composite Reliability

The variable reliability test is measured by two criteria: composite reliability and Cronbach's alpha from the indicator block measuring the variable. The variable is considered reliable if the value of composite reliability and alpha Cronbach's above 0.70. The output results can be seen in Table 2 that both composite reliability and alpha Cronbach's for leader-member exchange (X), job satisfaction (M₁), organizational commitment (M₂) and turnover intention (Y) are above 0.70. Thus, it can be explained that all variables have good reliability.

3.5. Inner Model Test

In this structural model, there are two dependent variables, namely: job satisfaction (M₁), organizational commitment (M₂) and turnover intention (Y). The coefficient of determination (R²) of each dependent variable

Variable	R-square
Job Satisfaction (M ₁)	0,647
Organizational Commitment (M ₂)	0,538
Turnover Intention(Y)	0,631

Table 3: R-Square

Based on Table 3, the leader-member exchange effect model on job satisfaction gives R-square value of 0.647 which can be interpreted that variability of job satisfaction variables can be explained by variability of leader-member

exchange variable of 64.7 percent, while 35.3 percent is explained by other variables outside of the study. Furthermore, the model of leader-member exchange influence on organizational commitment gives R-square value of 0,538 which can be interpreted that variability of organizational commitment variable can be explained by variability of leader-member exchange variable by 53.8 percent, while 46.2 percent is explained by other variables outside of the studied. The influence model of leader-member exchange, job satisfaction, and organizational commitment to turnover intention gives R-square value of 0.631 which can be interpreted that variability of turnover intention variable can be explained by variability of leader-member exchange variable, job satisfaction, and organizational commitment equal to 63, 1 percent, while 36.9 percent was explained by other variables outside of the study.

To measure how well the observed values are generated by the model and also the parameter estimation, it is necessary to calculate Q-square as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - (R_1)^2) (1 - (R_2)^2) (1 - (R_3)^2) \\ &= 1 - (1 - 0,647)(1 - 0,538)(1 - 0,631) \\ &= 1 - (0,353)(0,462)(0,369) \\ &= 1 - 0,060 \\ &= 0,940 \end{aligned}$$

The calculation results obtained value of Q2 close to 1, amounting to 0.940, so it can be concluded that the model has a good predictive relevance. Thus, it can be explained that 94 percent of variations in turnover intention are influenced by leader-member exchange, job satisfaction, and organizational commitment while 6 percent are influenced by other variables.

3.6. Hypothesis Test

Hypothesis test on the influence of leader-member exchange on turnover intention resulted in the coefficient value of -0.301 in Table 4. The t statistics value is 2.750 (> t critical 1.96), then the influence of leader-member exchange on turnover intention is significant. Based on these results, the hypothesis 1 (H1) which states that the leader-member exchange has a negative and significant effect on intention turnover received. Hypothesis testing on the influence of leader-member exchange on job satisfaction resulted in a coefficient value of 0.804. The t statistics are 18,081 (> t critical 1.96), the influence of leader-member exchange on job satisfaction is significant. Based on these results, the hypothesis 2 (H2) which states that the leader-member exchange has a positive and significant effect on job satisfaction received.

Variables Correlation	Path Coefficients	t Statistics	Descriptions
<i>Leader-Member Exchange (X) → Turnover Intention(Y)</i>	-0,301	2,750	Significant
<i>Leader-Member Exchange (X) → Job satisfaction(M₁)</i>	0,804	18,081	Significant
<i>Leader-Member Exchange (X) → Organizational commitment (M₂)</i>	0,733	14,800	Significant
<i>Job satisfaction (M₁) → Turnover Intention (Y)</i>	-0,288	2,927	Significant
<i>Organizational commitment (M₂) → Turnover Intention(Y)</i>	-0,268	2,603	Significant

Table 4: Path Coefficients

Furthermore, the influence of leader-member exchange on organizational commitment produces a coefficient value of 0.733 lanes. The statistical t value is 14,800 (> t critical 1.96), then the leader-member exchange of organizational commitment is significant. Based on these results, then hypothesis 3 (H3) which states that the leader-member exchange has a positive and significant effect on organizational commitment accepted. Hypothesis testing on the effect of job satisfaction on turnover intention resulted in the coefficient value of -0.288. The t statistics value is 2,927 (> t critical 1,96), the effect of job satisfaction on turnover intention is significant. Based on these results, hypothesis 4 (H4) which states that job satisfaction has a negative and significant effect on intention turnover received. Hypothesis testing on the influence of organizational commitment to turnover intention resulted in the coefficient value of -0.268. The statistical t value is 2.603 (> t critical 1.96), then the influence of organizational commitment to turnover intention is significant. Based on these results, hypothesis 5 (H5) which states that organizational commitment has a negative and significant effect on the intention of turnover received.

The result of mediation test with VAF method has fulfilled several requirements, namely, first, direct influence (a) Leader-member exchange (X) variable to turnover intention (Y) without involving work mediation satisfaction variable (M1) in model has been found significant. Second, after the job satisfaction variable (M1) is incorporated into the model, the indirect effect (bx c) is found to be significant. Paths b and c are also significant. Third, calculate Variance Accounted For (VAF) with the formula:

$$\begin{aligned} VAF &= (0,804 \times -0,464) / (-0,730 + 0,804 \times -0,464) \\ &= -0,293 / -1,023 \\ &= 0,286 \text{ atau } 28,6 \text{ persen.} \end{aligned}$$

Because the VAF (31.1 percent) is in the range of 20 percent to 80 percent, it can be categorized as partial mediation. For more details can be seen in Figure 2 below.

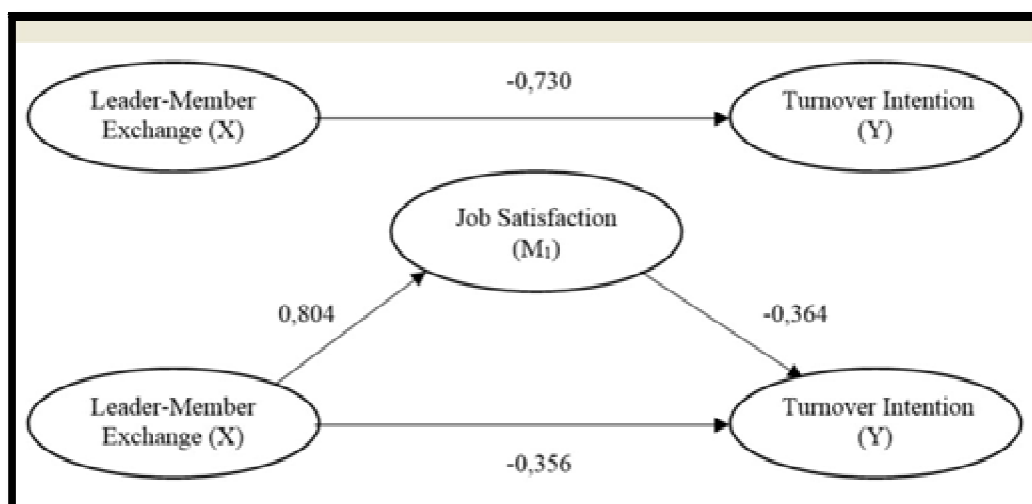


Figure 2: Mediation Test of Job Satisfaction

The result of mediation test with VAF method has fulfilled several requirements, namely, first, direct influence (e) leader-member exchange (X) variable to turnover intention (Y) without involving organizational commitment mediation (M2) variable in model has been found significant. Second, after organizational commitment variable (M2) is incorporated into the model, the indirect effect (f x g) is found to be significant. Paths f and g are also significant. Third, calculate Variance Accounted For (VAF) with the formula:

$$\begin{aligned} \text{VAF} &= (0,733 \times -0,413) / (-0,356 + 0,733 \times -0,413) \\ &= -0,303 / -0,659 \\ &= 0,267 \text{ atau } 26,7 \text{ persen.} \end{aligned}$$

Since the VAF value (26.7 percent) is in the range of 20 percent to 80 percent, it can be categorized as partial mediation. For more details can be seen in Figure 3 below

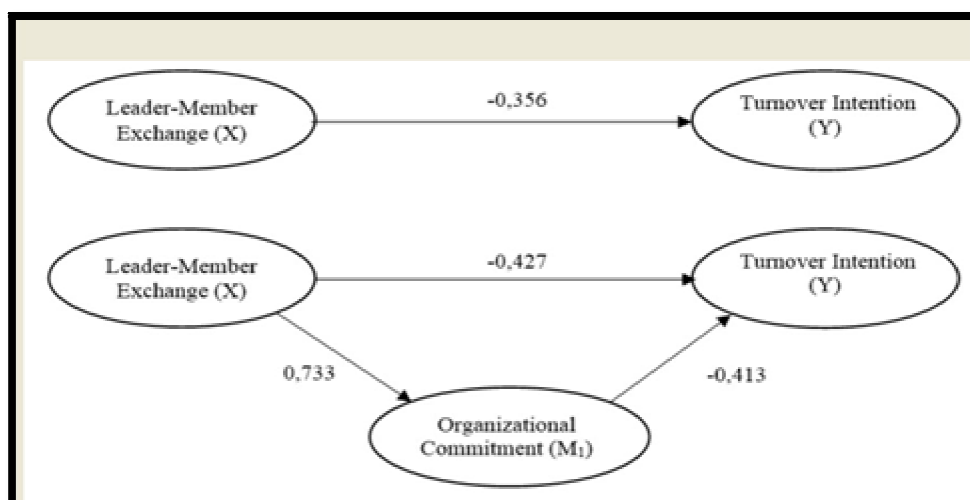


Figure 3: Mediation Test of Organizational Commitment

4. Discussion and Conclusion

The findings of this study indicate that in determining turnover intention, leader-member exchange can be a predictor of turnover intention. This shows that the management of The Lokha Ubud needs to improve the quality of the relationship between superiors and subordinates through improving affection and professional respect in subordinates. In order to improve the affections of subordinates, superiors need to foster friendships with employees to further melt the atmosphere and foster a sense of love in subordinates to his superiors. This will certainly facilitate the boss in giving tasks to subordinates and facilitate in working together in teams. In addition, in enhancing professional respect, superiors are expected to always improve their insight and competence to become leaders and role models for their team members. This will give the authority for a boss to be able to be heard and respected by his subordinates.

Among job satisfaction and organizational commitment, organizational commitment is found to have a greater influence on turnover intention. This suggests that organizational commitment also plays an important role in influencing turnover intention. It is important for The Lokha Ubud management to increase employees' commitment by enhancing their sense of pride, through enhancing the quality of relationships between superiors and subordinates. This will make the subordinates feel confident about the boss and the organization, because they really care about their employees.

Based on the results of the mediation test, in addition to organizational commitment, job satisfaction also plays a role in determining turnover intention. It is important for bosses to maintain good relationships with subordinates to improve employee work satisfaction, because the work environment is one important factor that determines whether or not comfortable employees in the work. If the work environment is not conducive, for example, as a boss who always keep distance with subordinates and not harmonious relationship of one employee with another will cause employees to not work at home. The existence of injustices committed by superiors to some subordinates will trigger jealousy among subordinates. Thus, a boss must be smart in fostering good relations and giving the same rights in accordance with the performance of each employee.

Management should pay close attention to subordinates who are not satisfied and try to formulate solutions to increase their level of satisfaction. In addition, management must create an environment that must develop trust in subordinates to share problems. With reciprocal discussions, employees can be maintained and will lead to increased organizational commitment of employees to make employees a valuable asset for the company.

5. Suggestion to Researcher for Future Research

Based on the results of research and conclusions, here are some suggestions to minimize turnover intention through leader-member exchange, job satisfaction, and organizational commitment. Based on the results of research, the bosses have less effort to defend subordinates when faced with top leaders. Suggestions for superiors are the need to change this attitude pattern and strive to help defend subordinates if they are true. Subordinates also tend not to work beyond what should be done. Advice for superiors is to be wiser and try to embrace subordinates through improving the quality of boss and subordinate relationships, so that if employees feel happy of course will be willing to contribute more for the company. The results showed that some respondents still expressed dissatisfaction with the salary given. The suggestion for superiors in this case is to re-adjust the amount of compensation given to subordinates to match their contribution. Subordinates also expressed their dissatisfaction with the opportunity to get promotion. Advice for superiors is to give equal opportunity to all subordinate to get promotion in work. The boss must give rewards to those who are entitled to the best results of his work and not because of proximity. Survey results show that respondents are less willing to do a lot of business than usual for the success of the organization. This shows that some employees still have a fairly low organizational commitment and it is the duty of a boss to increase that commitment by improving the quality of relationships with subordinates.

Based on the results of the research that has been presented, here are research limitations that could be suggest in future: This study uses The Lokha Ubud hotel employees as respondents, so it is important for further research to complement the topic of relationship between leader-member exchange, job satisfaction, organizational commitment, and turnover intention by enriching empirical study results using companies in industry different like banking and retail. This study only examines the variable leader-member exchange, job satisfaction, organizational commitment as a factor to suppress the turnover intention, then the future research direction need to develop this topic by using other predictor variables. This study is only done in a certain time point, so it is important for researchers to re-examine this topic in the future.

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